

# ANNUAL SERVICE PLAN

CLIENT:

**OXFORD CITY COUNCIL**

PERIOD:

From **April 2019**

To **March 2020**

SUBMITTED BY:

**Graham Ashby**

Contract Manager



# SERVICE PLANNING EXECUTIVE SUMMARY

## INTRODUCTION:

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2019 to March 2020.

The purpose of the Annual Service Plan is to describe the underpinning strategic objectives and to set out specific action plans in respect of those strategic objectives.

The Annual Service Plan incorporates an executive summary, a review of previous years performance, a description of the planning context, details of the strategic objectives for 2019 to 2020, specific action plans in respect of those strategic objectives and a risk analysis.

The contents of the Annual Service Plan, once agreed with the Leisure Partnership Board, will be submitted to the City Council's Executive Board and then communicated to staff, customers and other stakeholders.

We recognise the importance of continual and consistent review and monitoring of the delivery and the impact of the Annual Service Plan.

The on-going review and monitoring process will incorporate on-going management scrutiny, monthly update reports, monthly meetings between key representatives of Fusion and the Council, quarterly Leisure Partnership Board meetings and a formal review in advance of the 2020/21 service planning process.

## FINANCIAL:

Two strategic objectives have been identified in respect of "financial" themes:

**\* F1 To ensure each centre is financially self sustainable and generating a surplus**

Individual business plans for each centre with target of surplus

**\* F2 To ensure that pricing structures and levels across the leisure facilities are appropriate**

Key actions include implementation of 2019 /20 pricing proposals, including general RPI increases across core prices and planning for 2020 /21 pricing.

## PARTICIPATION:

Nine strategic objectives have been identified in respect of "participation" themes:

**\* P1 To deliver an aspirational 3% year-on-year increase in participation by users resident in the most deprived wards in the City**

Key actions include: review of target wards, direct mail campaigning, work with relevant local and cultural stakeholder groups and development of specific programmes and activities; Engage with those who are inactive.

**\* P2 To deliver an aspirational 3% year-on-year increase in participation by users aged over 50**

Key actions include: review of literature and website marketing, work closely with relevant local and cultural stakeholder groups to include the Councils Communities, Youth Ambition and Sports and Physical Activity teams, and Health partners in the further development of the healthy living initiatives; Engage with those who are inactive.

**\* P3 To deliver an aspirational 3% year-on-year increase in participation by users aged under 16**

Key actions include: development of children's party, aquatics and holiday programme products, work with relevant local and cultural stakeholder groups and the Councils Communities, Sports and Physical Activity and Youth Ambition Teams; improved work with schools and support of the Active Youth Ambition Program; Engage with those who are inactive.

**\* P4 To deliver an aspirational 3% year-on-year increase in participation by users from BAMER groups**

Key actions include: mail campaigning, work with relevant local and cultural stakeholder groups; the Councils Communities, Sports and Physical Activity and Youth Ambition Teams; development of community ambassadors and development of specific programmes and activities; Engage with those who are inactive.

**\* P5 To deliver an aspirational 3% year-on-year increase in participation by users with an impairment**

Key actions include: Commitment to achieving a GOOD rating in the QUEST module GPLUS 37 or similar; Further develop understanding of specific customer needs with an impairment, identify and implement a phased improvement plan. Development of specific access awareness, work with relevant local stakeholder groups and the Councils Sports and Physical Activity Team such as the Swans and development of specific programmes and activities; Engage with those who are less active or inactive; Inclusive Fitness Initiative accreditation at Barton, Ferry and Leys Pools and Leisure Centres.

**\* P6 To deliver an aspirational 3% year-on-year increase in participation on junior swimming**

Key actions include creation of a specific marketing plan, implementation of a revised aquatics product, development of a programme of relevant add-ons, review and improved promotion of the free swimming hours; Engage with those who are less active or inactive.

**\* P7 To deliver an aspirational 3% year-on-year increase in participation in 60+ swimming**

Key actions include: implementation of revised aquatics product and development of a programme of relevant add-ons and the creation of a specific marketing plan; Engage with those who are less active or inactive.

**\* P8 To deliver an aspirational 3% increase in participation by female users**

Key actions will be to work within the 'Active Women Project' supported by key partners and funded by Sport England; Engage with those who are less active or inactive.

**\* P9 To deliver an aspirational 3% increase in overall participation target**

Key actions include: review of literature and website marketing, work closely with relevant local stakeholder groups to include the Councils Communities, Youth Ambition and Sports and Physical Activity teams; Engage with those who are less active or inactive; Reception and activity access control.

## CUSTOMER RELATIONS:

Four strategic objectives have been identified in respect of customer themes:

**\* CR 1 To maintain customer satisfaction levels at leisure facilities above 95% Good, Satisfactory and Excellent**  
Key actions include full compliance with all Fusion customer care procedures, consistent application of processes in respect of User Groups, customer forums, management surgeries and planned actions following completion of National Benchmarking Surveys and the more regular Marketforce customer surveys.

**\* CR 2 Striving for Good/Excellence. Customer Service KPI improvement year on year in each Centre**  
Aiming for increasing satisfaction scores through Please tell Us What You Think - aiming for Good/Excellence

**\* CR 3 Response time for customer feedback - responded to within 48hrs and closed off in no more than 7 days**  
Key action is delivery of action plans based on a specific reviews and results of customer relations programmes and regular feedback/management of key personnel at site level; Further develop User Groups and representation at the Leisure Partnership Board; Improved telephony management.

**\* CR4 To ensure user representation on the Leisure Partnership Board and quarterly User group meetings take place and are well attended**  
Key actions: All centres to provide User group or "Meet the Manager" meeting dates; each Centre to aim to provide one representative from each User group to attend quarterly Leisure Partnership Board meetings; Offer incentives to service users who regularly attend the quarterly Leisure Partnership Board; ensure all meetings are minuted and displayed to all customers within 7 days of the meeting and to the Fusion standard; Minutes of meetings to be submitted to the Client prior to displayed on public noticeboards;

**\* CR 5 To deliver a reduction of 6% in annual attrition levels for memberships**  
Key actions include full implementation of Fusion's customer relations management procedures, including the taking of appropriate action following results of cancellation surveys. Ensuring that facilities are run and maintained to excellent standards with correct pricing, programing and with the right staff in the right positions; Adding value to loyal members and enhancing membership offers; maintaining and improving existing customer and stakeholder relationships and forums.

## HEALTH AND SAFETY:

One strategic objective has been identified in respect of "health and safety" themes:

**\* HS1 To ensure 100% compliance with Fusion H&S policies and procedures**  
Key actions include continued review of compliance, regular audits and on-going improvement plans.

## FACILITY MANAGEMENT:

Six strategic objectives have been identified in respect of "facility management" themes :

**\* FM1 To achieve average Fusion 360 inspection scores of at least 95% across all facilities**  
Key actions include 100% compliance with procedures, reception and activity access control, regular review of failure trends, implementation of remedial plans and further development of the F360 inspections; getting the basics right (i.e. systems & procedures; Repairs & Maintenance).

**\* FM2 To engage fully with the Council's priority " To tackle climate change and promote sustainable environmental resource management" and to contribute the Council's delivery of a 5% minimum reduction in carbon emissions year-on-year**  
Key actions include review of target figures, implementation of ISO14001 policies and procedures, review and implementation of works in respect forward lifecycle and development works; development of wider staff engagement in identifying and tackling excess or unnecessary energy, water consumption; seek to ensure that, wherever possible, use is made of the funding available under the Salix funding scheme to procure appropriate energy-saving initiatives within Oxford facilities.

**\* FM3 To achieve a 50/50 split (50% recycling 50% landfill) of all refuse collection from our centres**  
Key actions include establishment of baseline figures, implementation of ISO14001 policies and procedures and development of specific plans and liaising with the refuse team at OCC.

**\* FM4 To ensure that high standards of cleaning are achieved at all times**  
Key actions include establishment and delivery of regular, deep and specialist cleaning programmes, regular review of effectiveness of cleaning and clear communication of cleaning standards.

**\* FM5 To ensure that high standards of repair and maintenance are achieved at all times**  
Key actions include review of performance of Facility Management in house team and subcontractors, delivery of programme of lifecycle works and management of the equipment inventory.

**\* FM6 To maintain Quest accreditation at a minimum 'Excellent' (under the old score system, which is now Good) at Ferry Leisure Centre, Very Good at Leys Pools & Leisure Centre and Barton Leisure Centres, Good Hinksey heated Outdoor Pool, Oxford Ice Rink and Barton Leisure Centre.**  
Key actions include: Information Management System audit and implementation of relevant continuous improvement plans.

## STAFFING:

<p>Three strategic objectives have been identified in respect of "staffing" themes :</p> <p><b>* S1 To ensure that the Right People are in the Right Place at the Right Time</b></p> <p>Key actions include implementation of standard management and staffing structures, continuing to proactively deliver recruitment campaigns with stakeholders, full compliance with HR policies and procedures delivery of training and personal development plans and implementation of succession plan.</p> <p><b>* S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall</b></p> <p>Key actions include full compliance with HR policies and procedures, review of all job descriptions, specific promotion of Fusion as an employer of choice, and improved delivery of coaching and training programmes.</p> <p><b>* S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community</b></p> <p>Key actions include formal analysis of current workforce, development of specific action plans, delivery of relevant training and thoughtful &amp; thorough recruitment procedures followed; provide Work Experience opportunities and offer Apprenticeships for local residents across facilities.</p>
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## MARKETING:

<p>Six strategic objectives have been identified in respect of "marketing" themes:</p> <p><b>* M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated</b></p> <p>Key actions include establishment of clear protocols, identification of measurable KPIs re awareness, training to key managers and on-going liaison with representatives from the Council communications department; Increase targeted campaign work.</p> <p><b>* M2 To deliver a 1% increase in the total membership</b></p> <p>Key actions include delivery of a calendar of sales activity; creation and implementation of specific action plan, targeted work in respect of deprived wards and regeneration areas, BAMER groups, 50+ age group and disabled people, work with relevant partners/stakeholders and review of core literature; Engage with those who are inactive.</p> <p><b>* M3 To establish and maintain the highest standards of facility presentation</b></p> <p>Key actions include delivery of specific action plan to include notice board presentation, and customer journey.</p> <p><b>M4 To establish and maintain the highest standards of web and social media promotion</b></p> <p>Key actions to include: Websites and social media are kept up to date and are innovative; Engage with those who are less active or inactive.</p> <p><b>M5 To develop connections and outreach with local school, youth clubs and Under18's</b></p> <p>To improve relationships with schools and youth groups and so promote health and fitness.</p> <p><b>M6 To launch new collateral designs and reduce print wastage</b></p> <p>Launch new concept marketing designs and literature and reduce waste.</p> <p><b>* M7 To increase Reward Card usage, registration, Bonus Concessionary Offer &amp; Free Swimming Schemes</b></p> <p>Key actions: promote the Rewards Card scheme to over 8s; promote the Bonus Concessionary Offer and Free Swimming Schemes;</p>
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## SPORTS AND COMMUNITY DEVELOPMENT:

<p>Six strategic objectives have been identified in respect of "sports and community development" themes:</p> <p><b>* SCD1 To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities</b></p> <p>Key actions include the updating of the specific list of relevant health, cultural, community and local club stakeholders, development of planned consultation/liaison, work with the Council's Community Centre, Sports and Physical Activity; Youth Ambition and Communities teams and delivery of joint initiatives.</p> <p><b>* SCD2 To develop and maintain positive and proactive relationships with local sports clubs</b></p> <p>Key actions include the review of the club register, delivery of calendar of liaison and on-going club support and exploration of potential new clubs.</p> <p><b>* SCD3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users</b></p> <p>Key actions to include review of swimming pool, sports hall, studio, holiday programmes and ice rink programmes and delivery of improvements; Ensure that our review methodology reflects and weights the health, diversity and special characteristics of communities, cultural and social value alongside income and participation numbers.</p> <p><b>* SCD4 To proactively explore opportunities for external funding</b></p> <p>Key actions include development of database of funding opportunities, delivery of relevant action plan and delivery of workshops to General Managers.</p> <p><b>* SCD5 To positively promote the benefits of healthy living and active lifestyles</b></p> <p>Key actions include use of Sports and Community Development notice board and development of joint initiatives with key partners including to include the Councils Communities, Youth Ambition, Culture and Events and Sports and Physical Activity teams, public health and clinical practitioners and the Barton Healthy New Town project; production of case studies to demonstrate impact, outcomes and social value of delivery.</p> <p><b>* SCD6 Develop &amp; maintain relationships with schools, cultural and educational groups</b></p> <p>Key actions include: consultation and liaison with schools, colleges, cultural and educational groups; facilitating work experience and delivering taster sessions .</p> <p><b>* SCD7 Badminton development</b></p> <p>Key actions: ensure the Fusion Badminton Development Plan is delivered in Oxford leisure facilities; implement the 'Racket Packet' Junior Badminton session;</p>
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## FACILITY DEVELOPMENTS:

One strategic objective has been identified in respect of "facility development" themes:

**\* FD1 To develop a programme of other facility development proposals in the leisure facilities**

Key actions include development of relevant business cases and progression of any agreed plans.

## PARTNERSHIP DEVELOPMENT:

Three strategic objectives have been identified in respect of "partnership development" themes:

**\* PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements**

Key actions include establishment and implementation of meeting schedules, full compliance with all client liaison procedures, full compliance with all reporting and positive contribution to the Leisure Partnership Board.

**\* PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford**

Key actions include to work with the Council to successfully deliver (on-time) the Oxford Sports Park and potential crèche facilities at Ferry Leisure Centre.

To fully open Oxford Sports Park and work with the local community to maximise usage;

Key actions include delivery of agreed plans.

**\* PD3 To optimise the development of the partnership between Fusion and Oxford City Council**

Key actions include establishment and implementation of wider liaison between representatives of Fusion and the Council.

# SERVICE PLANNING CONTEXT

## INTRODUCTION:

The purpose of this section of the Annual Service Plan is to establish the context in which the planning activity will take place. This context incorporates a range of national, local and organisational factors, as follows:

- \* the objectives as set out by the Leisure Partnership Board;
- \* Fusion's corporate objectives as reflected in the company's Business Plan
- \* the analysis of contract performance to date;
- \* the commitments and intentions set out in Fusion's Best And Final Offer tender submission; Supplementary agreements and the Contract Extension agreement, 2014;
- \* the findings of the Sport England National Benchmarking Surveys undertaken in respect of 5 of the facilities;
- \* the analysis of the markets affecting the leisure facilities, including industry developments, national trends, regional and local market factors.

In the notes that follow, we have set out the key principles within each of these factors. These principles are then summarised in the form of a SWOT analysis for the current service.

## LEISURE PARTNERSHIP BOARD OBJECTIVES:

The over-riding objective of the Partnership Board is to ensure that the leisure facilities deliver a service that is "World Class for Everyone".

The specific themes identified for service performance in 2018/19 are as follows:

- \* Fusion to get the basics right (i.e. systems & procedures; Control of admission and access arrangements; Repairs & Maintenance; Data gaps & analysis focus; Data for visits and demographics of those from priority areas).
- \* Oxford Sports Park
- \* Review options for childcare provision at Ferry Leisure Centre
- \* Pop Up Taster sessions in communities to further reduce barriers to participation
- \* Improve liaison and communication to local communities, cultural groups and residents
- \* Adding value to loyal members and enhancing membership offers
- \* Further develop User Groups and representation at the Leisure Partnership Board
- \* Engage with those who are inactive
- \* Increase targeted campaign work
- \* Continued engagement with reducing CO2 Emissions - delivery of 5%year-on-year reduction in carbon emissions (PB1)
- \* Continued engagement with and participation by the Council's target groups, as follows: increases in participation by users resident in the most deprived wards in Oxford, BAMER groups, disabilities, junior free swim scheme, under 16s participation; women participation. We aim to exceed and increase participation by at least 3% across all groups
- \* Maintain a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated (PB3)
- \* Improving access to the facilities (e.g. Developing understanding of specific customer needs with an impairment and delivering a phased improvement plan; Green travel; car parking) (PB4)
- \* to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford (PB5)
- \* to improve the health and well-being of local communities by engaging people in physical activity and healthy eating choices (e.g. healthy vending machines) (PB6)
- \* to improve the offering of the 11-15 year old programming including term time and school holiday's (PB7)

## OXFORD CITY COUNCIL CORPORATE OBJECTIVES:

The Annual Service Plan is also influenced by the City Council's broader corporate objectives. The relevant objectives are incorporated into the Corporate Plan 2016-2020 and those objectives with specific relevance to the leisure facilities are as summarised below:

- \* **Vibrant, sustainable economy:** ... "Make the case for greater local control"... "Promote growth"... "Improve infrastructure"... "Deliver effective Support"... "Improve workforce skills"... "Promote and shape development"... (OCC1)
- \* **Meeting Housing Needs:** ... "Tackle the city's housing crisis"... "Build more affordable homes"... "Improve conditions for private tenants"... "Improve homes for our existing tenants"... "Tackle homelessness and rough sleeping"... (OCC2)
- \* **Strong, Active Communities:** ... "Tackle inequality"... "Provide high quality community and leisure facilities"... "Improve opportunities for young people"... "Celebrate diversity"... "Promote safe neighbourhoods"... "Safeguard and support vulnerable people"... (OCC3)
- \* **A Clean and Green Oxford:** ... "Save energy and reduce carbon emissions"... "Tackle congestion and pollution"... "Improve cleanliness of our streets"... "Reduce the total amount of waste"... "Protect the city from extreme weather events"... (OCC4)
- \* **An Efficient and Effective Council:** ... "Continue to deliver high-quality services"... "Continue to invest in technology"... "Manage our property and assets"... "Manage our contracts and procurement processes"... "Recruit, develop and value"... (OCC5)

**Further, in the Leisure and Wellbeing Strategy 2015-2020, the City Council is reviewing its leisure programmes which seeks to achieve the following 3 objectives:**

- \* **1 A world class leisure offer:** to be achieved via investment, leisure centres, outdoor sports, the broader leisure offer and improving the ways to promote the offer.
- \* **2 Our focus sports:** to remain focussed on creating innovative and inclusive sporting pathways that drives up participation in our Focus sports through a joined up leisure offer. The Focus sports include; swimming, cycling, rugby union, dance, cricket, athletics, tennis, table tennis, football and youth ambition.
- \* **3 Partnership working:** to achieve progress in effective partnership working towards increasing physical activity levels.

## FUSION CORPORATE OBJECTIVES:

Fusion's corporate vision is "to be the UK's first choice leisure organisation, delivering a new standard in healthy active leisure", and this vision is reflected in the company's three core values of "We put the Customer First", "We make it happen" and "We only want the best".

Fusion's five-year and annual corporate business plans reflect this vision and these core values and incorporate five strategic strands as follows: "Sustainable Growth and profitability", "Customer First", "Efficiency, Effectiveness and the Highest Quality Service", "Fusion People" and "New Business Development", as well as financial targets.

## 2018/19 PERFORMANCE:

Fusion Lifestyles Annual Performance Report for 2018/19 will be taken to the May 2019 Leisure Partnership Board for review and comment. The key performance headlines will be inserted into this section when signed off by the Board.

## AGREED COMMITMENTS WITHIN THE BUSINESS PLANNING PROCESS:

### Key commitments agreed within the business planning process are:

As per the Leisure Partnership Board objectives provided above.

## SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

Sport England Benchmarking Surveys are undertaken on a bi-annual basis. During the last part of 2018, Sport England National Benchmarking Surveys were published for Barton Leisure Centre, Oxford Ice Rink, Ferry Leisure Centre and Leys Pools and Leisure Centre were published. The Survey processes involved an analysis of financial and usage statistics for the facilities and sample surveys of customer satisfaction undertaken.

Leys strengths are; high levels of visits by people from ethnic minority backgrounds, people aged 26-64 years and a high frequency of visits per user per month. Weakness reported was a low level of visits by female users.

The satisfaction and importance scores reported by customers show the following relative strengths and weaknesses. The primary strengths are; standard of coaching/instruction, value for money of activities and activity available at convenient times. The primary weaknesses are cleanliness of changing areas, cleanliness of activity spaces and quality of equipment.

Ferry strengths are; high levels of visits by people aged 65+ years, disabled, people aged 65+, disadvantaged card holders and a high frequency of visits per user per month. Weaknesses are the relatively low levels of visits by people aged 14-25 and female users.

The satisfaction and importance scores reported by customers show the following relative strengths and weaknesses. The primary strengths are; standard of coaching/instruction and activity available at convenient time. The primary weaknesses are; cleanliness of changing areas and cleanliness of activity spaces.

Barton's strengths are; high levels of visits by people aged 65+, disabled people 65+ and first time visitors. Weaknesses are; the low levels of visits by people aged 14-25 and unique users per month.

The satisfaction and importance scores reported by customers show the following relative strengths and weaknesses. The Primary strengths are; standard of coaching/instruction and activity available at convenient times. The primary weaknesses are; cleanliness of activity spaces, cleanliness of changing areas, value for money of activities and quality of equipment.

## MARKET ANALYSIS:

### National Context:

#### **General Consumer trends:**

- \* less money in their pockets may put consumers off joining a health and fitness club or steer them towards less expensive options;
- \* the key 25-34 age band is set to increase most significantly, along with the 45-54 age group, which could also prove to be a lucrative market if targeted correctly;
- \* consumers view keeping fit as more important than many other leisure activities and are less willing to cut back spending on this area than many others;

#### **Users from BME groups:**

- \* with the exception of Hinksey heated Outdoor Pool participation levels are generally higher than that of the wider population (NBS)
- \* the gap between participation by men and women is greater amongst certain BME groups (e.g. "Black Other");
- \* typical sport preferences amongst BAMER groups include weight training, martial arts, badminton, cricket and basketball. Swimming is typically not preferred;

#### **Disabled Users:**

- \* approximately 10.6million disabled people in the country;
- \* Sport England market segmentation research shows that disabled users are spread across all segments, such that targeted marketing is difficult;

#### **Disadvantage users**

- \* Disadvantage usage is significantly above NBS benchmark average, though there is less use from those unemployed;

### Oxford-specific Context:

#### **General Population:**

Oxford has a population of 154,600  
21.8% (33,640) of the city's adult population are full time students  
32% of the population are aged between 18 and 29 years  
28% of residents were born outside of the UK  
At least 46,000 people commute into Oxford for work  
10 out of 83 neighbours are amongst the 20% most deprived in England

#### **Deprived Wards:**

The key deprived wards within Oxford and how those wards might be better served by Oxford's leisure facilities. The key wards for focus are as follows: Barton and Sandhills, Headington Hill and Northway, and Quarry and Risinghurst (all directly served by Barton Leisure Centre), Rose Hill and Iffley, Littlemore, Northfield Brook, Blackbird Leys and Cowley (all directly served by Leys Pool & Leisure Centre) and Carfax (served to some extent by Ferry Leisure Centre).

#### **Users over 50:**

24% of the population are aged 50+

Users over 65 year olds (based on NBS reports) top quartile for both Ferry and Barton. Leys Pools & Leisure Centre showing as 2nd quartile.

#### **Users under 16:**

14- 25 year olds (based on NBS reports) is in the bottom quartile for Barton Leisure Centre. 25% quartile for Ferry Leisure Centre and the 2nd quartile for Leys Pools & Leisure Centre

#### **Users women & girls**

Users females (based on NBS reports) is in the bottom quartile for Ferry Leisure Centre and Leys Pools & Leisure Centre. 2nd quartile for Barton Leisure Centre.

#### **Users from BME groups:**

Users of ethnic minorities (based on NBS reports) top quartile for both Leys Pools & Leisure Centre. 3rd quartile for Ferry Leisure Centre and Barton Leisure Centre.

### Findings from non-user survey:

Non-user surveys are undertaken on a bi-annual basis. A street survey was undertaken in March 2018. A total sample of 1168 people were surveyed near Spice Lounge Restaurant - 399 surveys completed, near up and running - 380 surveys completed and in Templars Square Shopping Centre - 389 surveys completed. The research was designed to investigate attitudes and behaviour around exercise and to find out what the residents of the area think about the leisure facilities. The key findings were as follows:

The majority of the sample thought that regular exercise/activity was important with 91% felt it was "important/very important" to regularly exercise. 86% "agree/strongly agree" exercise is good for health even when moderate. 86% "agree/strongly agree" even if activity is for only 10 minutes at a time

Current activity level: 25% did no exercise in an average week. 54% exercised moderately at 1-3 days a week. 21% exercised heavily at 4 or more days per week. 26% "agree/strongly agree" you can get enough exercise without doing sport or exercise

Most would like to exercise more for health and image, but they see the lack of time at work and at home as top barriers: 60% would like to do more physical exercise. 50% to improve/maintain health. 25% to maintain/lose weight. 14% improve/maintain body tone/shape. 12% say they are "quite/very likely" to increase their exercise in the near future.

Barriers to doing more exercise: 43% say they don't have enough time due to work. 4% say they don't have enough time due to home.

Only 1 in 3 would consider using Fusion Lifestyle's leisure centres/facilities. No time, costs, and other are most often cited as detractors. 53% do not use a leisure centre/health club for most of their exercise. 39% would not consider using any of Fusion Lifestyle's leisure centres/facilities.

Main reason for not considering Fusion Lifestyle's leisure centres/facilities: 29% "no time". 26% "cost". 13% "other". 61% would consider using any of Fusion Lifestyle's leisure centres/facilities. "Strongly encourage" use of Fusion Lifestyle's leisure centres/facilities. 22% "lower cost/prices". 14% "improve facilities". 15% "better range of facilities/equipment.



## SWOT ANALYSIS:

### Strengths:

- \* variety and geographical spread of facilities within portfolio;
- \* improved facilities through developments and substantial investment and maintenance programme
- \* higher than industry average performance in respect of customer satisfaction (cf. NBS surveys and regular NPS surveys);
- \* maintained improvements in cleaning standards;
- \* consistent meeting, reporting and monitoring regimes with the Council;
- \* staffing establishment ensuring right people right place right time
- \* strong financial performance, particularly subsidy per user
- \* Maintained high customer satisfaction and Mystery Visit results
- \* New facility opened in 2015

### Opportunities:

- \* continued delivery of cultural change within management and staffing teams;
- \* continued partnership working between Fusion and the Council;
- \* high population turnover within the city
- \* programming opportunities in relation to family activities and Group Fitness Product
- \* programming opportunities in relation to 60+ target group

### Weaknesses:

- \* building up a base membership level at Leys Pool & Leisure Centre (and to a lesser extent other facilities) due to the high take-up of Bonus card pay as you go visits
- \* car parking arrangements at Oxford Ice Rink & Ferry Leisure Centre
- \* high and variable staff costs (as a percentage of income);
- \* loss making contract

### Threats:

- \* facilities offered by the colleges and universities at a lower rate
- \* challenge of delivering significant increases in income and participation;
- \* increased car park charges at Ferry Leisure Centre and Oxford Ice Rink
- \* the development of the budget gym market in Oxford
- \* oversubscribed classes with bonus only membership

### **Supporting Documentation:**

Market Force non-user research March 2018  
Oxford City Council Oxford Profile 2018  
Oxford City Council Population Facts - [https://www.oxford.gov.uk/info/20131/population/459/oxfords\\_population](https://www.oxford.gov.uk/info/20131/population/459/oxfords_population)  
NBS surveys 2018

# INTRODUCTION

## INTRODUCTION TO THE ANNUAL SERVICE PLAN:

The management contract now incorporates the delivery of services of the City Council's main five leisure facilities: Barton Leisure Centre, Leys Pool & Leisure Centre Ferry Leisure Centre, Oxford Ice Rink and the Seasonal Hinksey heated Outdoor Pool.

In establishing this management contract, the City Council's key aim is to facilitate the development of World Class facilities and World Class services within the City. Throughout the duration of the contract both parties intend to deliver significant improvements in service levels, value for money and customer satisfaction with the City's leisure facilities. The emphasis in the early stages of the contract was on the delivery of significant investment in customer-facing areas throughout the leisure facility portfolio. Following the developments the emphasis will be to further increase usage of facilities.

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2019 to March 2020.

The purpose of the Annual Service Plan is to describe the underpinning strategic objectives and to set out specific action plans in respect of those strategic objectives.

The intention is to carefully monitor the delivery and impact of the Annual Service Plan such that successes and areas for improvement are identified and acted upon.

## PREPARATION OF THE ANNUAL SERVICE PLAN:

The Annual Service planning process has incorporated the following elements:

- \* review of performance from contract commencement to date;
- \* review of achievements in respect of Sport England National Benchmarking Service and other relevant benchmarks;
- \* liaison with the City Council and the Leisure Partnership Board in order to understand any specific service requirements pertaining to the year ahead;
- \* assimilation of any specific and relevant elements of Fusion's corporate business plan;
- \* liaison with appropriate stakeholders in order to understand key issues and potential development opportunities;
- \* assimilation of staff and customer feedback in respect of current service levels and opportunities for improvements;
- \* analysis of the local market, potential key targets and relevant competition;
- \* establishment of primary service objectives for the next twelve months;
- \* creation of specific action plans, with defined accountabilities and timescales, to deliver these service objectives;
- \* establishment of clear and measurable ("SMART") targets in respect of all elements of the Plan;
- \* confirmation of monitoring and review systems and procedures for the Plan.

## CONTENTS OF THE ANNUAL SERVICE PLAN:

The key contents of this Annual Service Plan are as follows:

- \* an executive summary of the annual service plan;
- \* a review of performance from previous year;
- \* description of the context for the annual service planning process;
- \* details of the strategic objectives and detailed actions plans for a series of service elements as follows:
  - financial, participation, customer, health and safety, Facility Management, staffing, marketing, sports and community development, facility developments, partnership development;
- \* detailed calendars of activities in respect of specific strategic objectives;
- \* a description of how the contents of the Annual Service Plan will be agreed and subsequently communicated to key stakeholders;
- \* a description of how the delivery of the Annual Service Plan will be monitored, reported and, where relevant, updated through the course of the year;
- \* an analysis of the key risks associated with the delivery of the Annual Service Plan.

## COMMUNICATION OF THE ANNUAL SERVICE PLAN:

The process for the initial agreement of the Annual Service Plan is as follows:

- \* October '18: Leisure Partnership Board initial discussion regarding primary service objectives;
- \* November '18: Presentation of draft Annual Service Plan to Client Performance meeting for review;
- \* January '19: Presentation of the final Annual Service Plan to the Leisure Partnership Board;
- \* June 19: Endorsement of the Annual Service Plan by the City Executive Board.

The planned process for the communication of the key principles of the Annual Service Plan is as follows:

- \* February 2019: communication to Fusion management team and staff;
- \* June 2019: Presentation of the Annual Service Plan to the Council City Executive Board for endorsement
- \* June 2019: Communication to customers and key stakeholders.

**REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:**

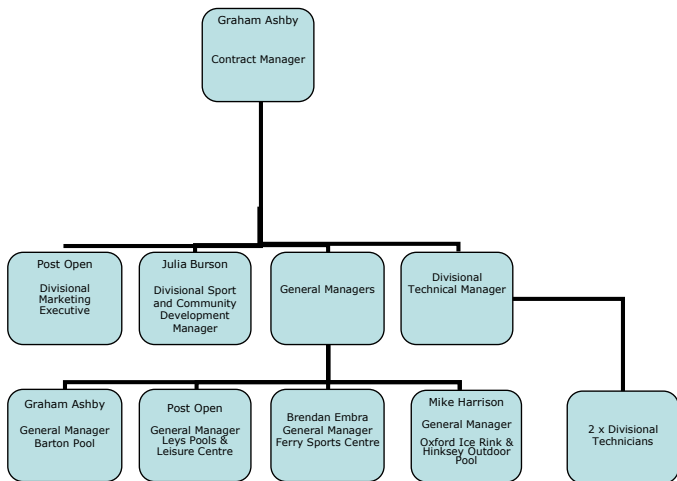
We recognise the importance of continual and consistent review and monitoring of the delivery and the impact of the Annual Service Plan.

The on-going review and monitoring process will incorporate the following elements:

- \* on-going management scrutiny at site, divisional, Senior Management Team and Executive Management Team levels;
- \* monthly update reports delivered by Fusion to the Council;
- \* monthly meetings between key representatives of Fusion and the Council;
- \* quarterly meetings of the Leisure Partnership Board;
- \* monthly meeting with Senior Council and Fusion Finance stakeholders.

**KEY FUSION PERSONNEL INVOLVED IN THE DELIVERY OF THE ANNUAL SERVICE PLAN:**

Oxford Divisional Staffing Structure:



# FINANCIAL

<b>F1 To ensure each centre is financial self sustainable and generating a surplus - to be reviewed monthly</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create individual business plans to include Like for Like income growth on all income lines -	April 2019 - March 2020	Business Plan Created	CMgr (with GMs)
2	To consider the introduction of a different concessionary scheme in line with the introduction of universal credits.	April 2019 onwards	Monthly Reviews conducted	CMgr (with GMs)
3	Implement the Council endorsed fees and charges for 2019/20	April 2019 onwards	Action plan implemented.	CMgr (with GMs)
4	To undertake weekly trading reviews with General Managers.	Weekly	Weekly trading meetings instigated at each site.	CMgr (with GMs)
5	If loss making programmes, promote to reduce losses	Monthly	Business plan projections prepared.	CMgr (with team)
6	To increase the use of the 3G Football Pitches/Pavilion at Leys Pool and Leisure and to achieve all financial targets	April 2019 - March 2020	Business Plan targets and budgets communicated to all relevant staff and achieved at the end of the year	GM
	Value for Money for food and beverage	April 2019 - March 2021	Business Plan targets and budgets communicated to all relevant staff and achieved at the end of the year	GM
7	To finalise detailed business plan projections for 2019/20	December 2019	Business plan projections finalised.	CMgr (with team)
8	To communicate detailed business plan targets and budgets to all relevant managers and staff.	January 2019	Business Plan targets and budgets communicated to all relevant staff.	CMgr (with team)
9	Review and develop the retail offer across all facilities; including investigating potential of a dedicated sales area/ shop at the Ice Rink.	April 2019 - March 2020	Business Plan targets and budgets communicated to all relevant staff and achieved at the end of the year; Feasibility and business base presented for a dedicated Ice Rink retail offer.	CMgr (with team)

<b>F2 To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive -</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To apply RPI increases to all core prices at each of the leisure facilities and to undertake relevant customer communication.	Apr-19	Increases applied and customer communication undertaken.	CMgr (with GMs)
2	To formally review all pricing structures and levels and develop specific pricing proposals for the 2020/21 Annual Service Plan.	September - December 2019	Pricing structures and levels formally reviewed and proposals developed for 2019/20	CMgr
	To specifically incorporate consideration of concessionary options, the breadth of membership offers and application of community/club concessionary rates; and increases to legacy memberships.			
3	To conduct a bench marking exercise using other Fusion Contracts and competition within Oxfordshire in preparation for the formal price review of all prices	July - August 2019	Formal review conducted	CMgr
4	To agree pricing proposals for 2020/21; including proposals for changing the Bonus pay and play offer and Bonus Direct Debit membership.	December 2019	Pricing proposals agreed.	CMgr
5	To agree process of consultation and communication in respect of 2019/20 pricing	December 2019 - January 2020	Process agreed.	CMgr
6	To implement agreed process of consultation and communication in respect of 2019/20 pricing	January - March 2019	Process implemented.	CMgr (with GMs)
7	To add further value to loyal membership holders.	April 2019 to March 2020	Offers implemented.	CMgr (with GMs)

**Abbreviations:**

CMgr Contract Manager  
 GM General Manager  
 ME Marketing Executive  
 DSCDMgr Divisional Sports and Community Development Manager

# PARTICIPATION

<b>P1 To deliver an aspirational 3% year-on-year increase in participation by users resident in the most deprived wards in the City</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review target wards within the City and update target streets and estates within those target wards that require inclusion/omission	On-going	Target wards and streets/estates reviewed and mapped	DSCDMgr
2	To establish all relevant participation targets for 2019/20	On-going	Participation targets established	CMgr
3	To continue to implement targeted campaigns, promoting existing benefits of the Bonus Choice membership and specific activities; through data supplied by Oxford City Council to reach those on low incomes and engage with those who are inactive. Promoting classes to Bonus pay and play members with the view of upgrading to the Bonus Choice offer.	On-going	3% increase	CMgr
4	To maintain links with appropriate health, cultural and community groups within each of the target wards and engage with those who are less active or inactive.	On-going	Attend at least three community events in the year; partnership working with OCC Community Locality Officers	DSCDMgr (with GMs)
5	To deliver, engage with those who are less active or inactive and promote the Free Swimming schemes across the city and to review effectiveness of pool programming at each Centre in order to maximise participation	On-going	Pool timetables and free swimming schemes promoted and delivered.	DSCDMgr (with CMgr & GMs)

<b>P2 To deliver an aspirational 3% year-on-year increase in participation by users aged over 50</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2019/20	On-going	Participation targets established	CMgr (with DSCDMgr)
2	To review and update partners who support the development of activities and increase in participation by people aged over 50. Review the older peoples Needs Analysis	On-going	Up-to-date partners identified and reviewed.	DSCDMgr (with CMgr & GMs)
3	To review Primetime programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case; Engage with those who are less active or inactive.	On-going	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMs)
	Promote 50+ gym usage and class activities and engage with those who are less active or inactive.	On-going	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMs)
	Promote GP referrals.	On-going	Target / KPI achieved	DSCDMgr (with CMgr & GMs)

<b>P3 To deliver an aspirational 3% year-on-year increase in participation by users aged under 16</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2019/20	On-going	Participation targets established	DSCDMgr (with CMgr)
2	Increase Learn 2 Swim Programme	On-going	90% capacity in all three Centres and 3000 swim participants per week	DHT (with GMs)
3	To review stakeholder partners who can support the development of activities and increase in participation by people aged under 16.	On-going	Stakeholder partners reviewed.	DSCDMgr (with GMs)
4	To increase Skate school participation by 3%	On-going	Stakeholder partners reviewed.	Skate School Lead
5	Promote safety of swimming to Oxford Primary schools - Swimming Week	On-going	Programme created.	DSCDMgr (with CMgr & GMs)
6	Proactive promotion of the Council funded free swimming schemes for Young People, subject to OCC funding review.	On-going	Pool timetables and free swimming schemes promoted and delivered.	DSCDMgr (with CMgr & GMs)
7	Engage with those who are less active or inactive	On-going	Programme created and delivered	DSCDMgr (with CMgr & GMs)
8	Maximise the benefits for young people, review the offer and ensure it is effectively meeting the needs of young people	On-going	Review offer	DSCDMgr (with CMgr & GMs)

<b>P4 To deliver an aspirational 3% year-on-year increase in participation by users from BAMER groups</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2019/20	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To review health, cultural and community stakeholder partners who can support the development of activities and increase in participation by people from BAMER groups.	April - June 2019	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To maintain association with BAME partners with whom to work to promote accessibility to the leisure facilities for BAME groups.	On-going	Stakeholder partners identified and engaged with.	DSCDMgr (with GMs)
4	To review and implement a revised programme of work with BAMER partners.	October 2019 March 2020	Programme reviewed and implemented.	DSCDMgr (with GMs)
5	To undertake direct a campaign to relevant wards and streets, promoting relevant activities at the leisure facilities.	October - December 2019	Campaign undertaken.	CMgr (with DSCDMgr & GMs)
6	Engage with those who are less active or inactive	April 19 to Mar 20	Programme created and delivered	DSCDMgr (with CMgr & GMs)

<b>P5 To deliver an aspirational 3% year-on-year increase in participation by users with an impairment</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2019/20	Apr-19	Participation targets established	CMgr (with DSCDMgr)
2	To review inclusiveness and accessibility at Hinksey and remedy any shortcomings before the 2019 season starts	Apr-19	Disabled access and facilities up to required standard	DFM, GM ands CMgr
3	To review stakeholder partners who can support the development of activities and increase in participation by people with an impairment.	April - June 2019	Stakeholder partners reviewed.	DSCDMgr (with GMs)
4	To promote Inclusive Fitness at Leys Pools & Leisure Centre and record disability to all users that sit within these category to enable improved reporting	April 2019 - March 20	Promotion of IFI facilities	DSCDMgr
5	Engage with those who are less active or inactive	April 2019 - March 20	Programme created and delivered	DSCDMgr (with CMgr & GMs)
6	Further develop understanding of specific customer needs with an impairment and identify a phased improvement plan.	April 19 to Mar 20	Specific needs review completed and phased improvement plan created with delivery started.	DSCDMgr (with CMgr & GMs)
7	Commitment to achieving a GOOD rating in the QUEST module GPLUS 37 or similar.	On-going	Barton, Ferry and Leys Pools and Leisure Centres accredited to IFI.	CMgr

<b>P6 To deliver an aspirational 3% year-on-year increase in participation on junior swimming</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Programme of growth of Learn 2 Swim programme	on-going	HR Policy, recruitment process - over 3000 children per week on the scheme .	CMgr
2	To review and promote the allocated hours for free swimming	April 2019	Review undertaken and revised programme agreed with the Council Representative and produced	DSCDMgr (with CMgr & GMs)
3	In partnership with OCC deliver funded free swimming sessions and lessons targeted at children in high areas of deprivation having low rates of physical activity	on-going	Swimming lessons undertaken	DSCDMgr (with CMgr & GMs)
4	Continue to work with Oxford City Swim club in our joint CDF programme,	April 2019 - March 2020	Programme developed and implemented	DHT (with GMs)
5	Engage with those who are less active or inactive	April 19 to Mar 20	Programme created and delivered	DSCDMgr (with CMgr & GMs)

<b>P7 To deliver an aspirational 3% year-on-year increase in participation in 60+ swimming</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2019/20	Apr-19	Participation targets established	CMgr (with DSCDMgr)
2	To implement the agreed marketing plan for promoting 60+ swimming	July 2019 - March 2020	Marketing plan implemented.	CMgr (with DSCDMgr & GMs)
4	To develop and implement a programme of promotion of appropriate add-on / sell-on activities O'60 swimming participants. Engage with those who are less active or inactive	April 2019 - March 2020	Programme developed and implemented	CMgr (with DSCDMgr & GMs)
5	Programme to incorporate free swimming loyalty card, access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation, swim-fit, ladies only etc. Initiatives to include liaison and joint working with Swim England .	April 2019 - March 2020	Programme developed and implemented	CMgr (with DSCDMgr & GMs)

<b>P8 To deliver an aspirational 3% year-on-year increase in participation in Female Activities</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2019/20	Apr-19	Participation targets established	CMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation in female activities.	April - June 2019	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To develop a specific joint initiative re increasing female usage with at least one identified stakeholder.	July 2019	Joint initiatives identified.	DSCDMgr
4	To implement the agreed joint initiative re increasing female use.	July - December 2019	Joint initiatives implemented.	DSCDMgr
5	Engage with those who are inactive	April 19 to Mar 20	Programme created and delivered	DSCDMgr (with CMgr & GMs)
6	To use This Girl Can campaign to promote female only activities	April 19 to Mar 19	Social Media Campaign Plan Created and Delivered. Case Studies/people stories used to help promote	DSCDMgr (with CMgr & GMs)
7	Improving the exciting female only offer, particularly at Leys Pools and Leisure Centre and in line with any improved child care offer	April 19 to Mar 20	Programme created and delivered	DSCDMgr (with CMgr & GMs)

<b>P9 To deliver an aspirational 3% increase in overall participation</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2019/20	Apr-19	Participation targets established	CMgr (with DSCDMgr)
2	To achieve an aspirational total of 3% growth	April 2019 to March 20	To achieve a total of 3% growth	All Fusion Staff
3	Rewards card sign up targets to be established for each Centre and monitored weekly. Reward card usage also monitored for effectiveness of service delivery in each Centre	April 2019 to March 20	Reward card sign-ups and usage targets established	CMgr (with DSCDMgr)
4	Engage with those who are inactive. Key actions to include: review of literature and website marketing, work closely with relevant local stakeholder groups to include the Councils Communities, Youth Ambition, Cultural and Events and Sports and Physical Activity teams	April 2019 to March 20	3% increase in overall participation	CMgr (with DSCDMgr)
5	Innovative programming that links with OCC priority & focus sports themes	April 2019 to March 20	Plan created and implemented	CMgr (with DSCDMgr)

Abbreviations

CMgr Contract Manager  
 GM General Manager  
 ME Marketing Executive  
 DSCDMgr Divisional Sports and Community Development Manager  
 DHT Divisional Head Teacher

# CUSTOMER RELATIONS

<b>CR 1 To increase overall customer satisfaction levels at leisure facilities above 95% Good, Satisfactory, Excellent</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with Fusion's policies and procedures regarding customer care, including customer forums and meet the manager sessions.	April 2019 and on-going.	Policies and procedures implemented.	GM
2	To ensure that all facilities maintain an up-to-date "Customer Care" notice board, which also identifies and includes contact details for facility General Manager.	On-going	Notice boards provided and maintained with relevant information displayed.	GM
	Notice board to present information including customer care policies, Please Tell Us What You Think and Net Promoter Score statistics, detailed "you said, we did" feedback, details of customer forums and management surgeries, customer rules and etiquette.			
3	To reaffirm composition and roles of User Groups at each of the leisure facilities and establish a calendar of meetings in each case which is published on customer notice boards for the year ahead.	April 2019	User Group composition, roles reaffirmed and calendar of meetings established.	GM
4	To hold regular 'Meet the Manager' surgeries or user group meeting at each leisure facility.	April 2019 to March 2020	Management surgeries held.	GM

<b>CR 2 Customer Service KPI improvement year on year in each Centre</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Establish 2019/20 targets for Good / Satisfactory figures for each Centre based on 2018/19 actuals	Apr-19	Marketforce PTUWYT and Net Promoter Score	GM
2	Aim on achieving customers rating their satisfaction levels Good or Excellent (GE) greater than 2018/19	Monthly	PTUWYT	GM
3	Achieve 95% satisfactory/good/ rating for staff score	Monthly	PTUWYT - Staff Score	GM
4	Aim to improve the Net Promoter Score year on year in each facility	Mar-19	Marketforce NPS	GM
5	Achieve at least 95% satisfactory rating for ease of gaining booking and information and Website score	Monthly	PTUWYT - Ease of gaining booking and information and Website score	GM

<b>CR 3 Response time for customer feedback - responded within 48 hours and closed within 7 days</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	First response time to comments to be 48-hours or less	On-going	Marketforce	GM
2	Resolution time to be within 7 days	On-going	Marketforce	GM
3	To ensure all staff receive Delivering Service Excellence training	On-going	Inductions complete	GM
4	Improved monitoring and response management to social media feedback	On-going	Social Media champions for sites	GM

<b>CR 4 To ensure user representation on the Leisure Partnership Board and quarterly User group meetings take place and are well attended</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	All centres to provide User group or "Meet the Manager" meeting dates for the 2019/20 year	Apr-19	Calendar developed and communicated via customer notice board	CMgr (with GMs)
2	Each Centre to aim to provide one representative from each User group to attend quarterly Leisure Partnership Board meetings	April 19, July 19, October 19, Jan 19	Attendance recorded	CMgr, DMMGR (with GMs)
3	Offer incentives to service users who regularly attend the quarterly Leisure Partnership Board	April 19, July 19, October 19, Jan 19	Incentives offered and delivered	CMgr, DMMGR (with GMs)
4	To ensure all meetings are minuted and displayed to all customers within 7 days of the meeting and to the Fusion standard; Minutes of meetings to be submitted to the Client prior to displayed on public noticeboards.	April 19, July 19, October 19, Jan 19	Customer notice board complies to Fusion standard and updated within the allotted time frames	CMgr, DMMGR (with GMs)

<b>CR 5 To deliver a reduction of at least 6% attrition levels for membership</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain mechanisms for measuring baseline membership numbers and attrition levels.	On-going	Mechanisms are maintained	CMgr (with GMs)
2	To implement Fusion's Customer Relations Policies and procedures.	On-going	Policies and procedures implemented.	CMgr, DMMGR (with GMs)
3	To develop a calendar of retention activity for members.	June 2019 - March 2019	Calendar developed.	CMgr, DMMGR (with GMs)
4	Improve engagement and linkage with OCC campaigns	April 2019 - March 2020	Calendar implemented.	CMgr (with ME & GMs)

**Abbreviations:**

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager



## HEALTH AND SAFETY

<b>HS1</b>				
<b>To ensure 100% compliance with Fusion H&amp;S policies and procedures</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To undertake an internal audit at each site of compliance with all elements of Fusion's health and safety policies and procedures and to establish a relevant remedial action plan.	Monthly	Audit undertaken and action plan established.	CMgr, DBM (with GMs)
	Audit to specifically incorporate review of compliance with procedures regarding risk assessment review, control of subcontractors, control of access to storage areas.			
2	To implement the action plan re H&S compliance.	On-going	Action plan implemented.	DFMgr, (with GMs)
3	To maintain a health and safety notice board at all leisure facilities	On-going	Notice boards up to date.	CMgr (with GMs)
4	To undertake reviews of accident and incident trends and to draw up any relevant remedial action plan within the Service Development Improvement Plan (SDIP).	monthly	Reviews undertaken and action plan established.	CMgr (with GMs)
5	To implement any remedial action plan in respect of accident and incident trends.	As required	Action plan implemented.	CMgr (with GMs)
6	To facilitate a formal audit at each site.	each site twice yearly	Audit undertaken	CMgr (with GMs)
7	Update each SDIP and implement relevant action plan in response to formal H&S audit.	6 monthly	Action plan implemented.	CMgr (with GMs)
8	To facilitate formal external (ISO18001 & ISO90001) audit of health and safety management policies and procedures.	April 2019 - March 2020	BSI audit undertaken and accreditation awarded	CMgr (with GMs)

**Abbreviations:**

CMgr Contract Manager  
 GM General Manager  
 ME Marketing Executive  
 DSCDMgr Divisional Sports and Community Development Manager  
 DFMgr Divisional Facilities Manager

## FACILITY MANAGEMENT

FM1 To achieve average Fusion 360 inspection scores of at least 95% across all facilities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 95% compliance with Fusion 360 inspection regime, with two checks carried out daily (week days) and reported electronically that automatically uploads cleaning and maintenance jobs automatically to our rectification process	On-going	95% of scheduled Fusion 360 inspections undertaken.	GMs
2	To review the nature of Fusion 360 failures quarterly/annually and develop relevant remedial action plans.	April; July; Oct & Jan 2019 - 2020	Review undertaken and action plan created.	CMgr (with GMs)
3	To implement relevant remedial action plans re Fusion 360 failures.	April; July; Oct & Jan 2019 - 20	Action plan implemented.	CMgr (with GMs)
4	Report Monthly Fusion 360 Scores	Monthly	Monthly Reporting - Action plan if below 95%	CMgr (with GMs)
5	Ensure that Technicians are scheduled to visit Centres rather than lone reactive working and ensure that each Centre is visited at least every 2- working days	April 2019 - March 2020	GM feedback to DFM weekly	DFM (with GMs)
6	Ensure that the basics are right (i.e. systems and procedures; Responsive & timely Repairs & Maintenance; Reception and activity access control, etc.)	April 2019 - March 2020	Monthly reporting	DFM (with CMgr & GMs)

FM2 To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a minimum 5% reduction in carbon emissions year-on-year				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To implement and maintain all ISO14001 environmental management systems and procedures in Oxford.	On-going	Systems and procedures implemented.	CMgr (with GMs)
2	To review and maintain a formal energy action plan in respect of each of the leisure facilities.	April 2019 - March 2020	Plan reviewed.	CMgr (with GMs)
	To specifically engage with and assist the Council in delivering its "Carbon Management Plan 3: Continual Improvement in Carbon and cost Reduction 2017-2022" carbon management programme including utilities monitoring, (and acting on excess energy/water consumption findings alerted by the OCC energy team), submitting monthly utilities reads and providing biomass delivery records for Leys pools biomass to the energy team at the council, developing green travel plans for customers and staff, reducing energy and water impacts in supplier and contractor management, developing a carbon champion network in Leisure centres and educating/raising awareness of customers and staff about energy and water consumption reduction approaches being implemented or that they can influence.			CMgr (with GMs)
3	To implement formal energy and water reduction action plans leading to annual reductions in energy and water consumption at OCC leisure centres. Share the plans with OCC energy team members for regular review/joint input and in developing awareness and understanding of what is driving consumption at the leisure centres and how to more effectively control and reduce it (e.g. working towards applying ISO 50001 energy management systems principles in leisure centres and responding to issues of excess consumption identified in significant energy use areas).	April 2019 - March 2020	Plan implemented.	CMgr (with GMs)
4	To maintain ISO14001 accreditation in Oxford.	April 2019 - March 2020	Accreditation maintained	CMgr (with GMs)
5	Promote Cycle to Work Scheme & work with other cycling stakeholders to increase awareness of green travel arrangements (i.e. 'Pop Up' Cycle schemes)		to have 10+ on scheme	CMgr (with GMs)
6	To ensure all environmental management notice boards are maintained displaying relevant information including A3 colour laminated Display Energy Certificates as mandatory under the relevant regulations.	on-going	Notice boards in place and displaying relevant information.	CMgr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			CMgr (with GMs)
7	To ensure green travel plans are revised and in place at each site and communicated effectively to customers & staff	April - June 2019	Green travel plans revised in place and communicated.	DBM, DFMgr (with GMs)
8	To proactively work with OCC energy team members to identify, develop the business case for and deliver Salix funded energy efficiency projects in the leisure centres such as LED lighting and controls upgrades, boiler upgrades and controls, insulation, implementation of additional renewable energy installations (including solar car ports, battery storage) etc. and to return Salix energy efficiency project loan payments in a timely manner each year.	on-going	Further embedding of energy and carbon reduction into core operations and responsibilities; strong top-down commitment to energy management; Active energy management - monitoring and targeting; liaison meetings with Council environmental colleagues.	CMgr, EM, DFM (with GMs)

FM3 To achieve a 50/50 split (50% recycling 50% landfill) of all refuse collection from our centres				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to implement all ISO14001 environmental management systems and procedures in Oxford initiating any suggested improvements following reassessments	On-going	Systems and procedures implemented	CMgr (with GMs)
2	To ensure all environmental management notice boards in place and displaying relevant information.	On-going	Notice boards in place and displaying relevant information.	CMgr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			CMgr (with GMs)
3	To create a specific action plan to reduce general refuse and increase recycled waste	April - June 2019	Action plan created.	CMgr (with GMs)
4	To complete Baseline assessment for each site	On-going	baseline assessment completed	GMs
5	To assess current number of General Waste Bin collection & Recycle bins/Collections per week to attain a 50/50 split	Apr-19	Quantitative method to measure	CMgr (with GMs)
6	To review action plan to reduce general refuse and increase recycled waste	July 2019 - March 2020	Action plan implemented.	CMgr (with GMs)

FM4 To ensure that high standards of cleaning are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish programme of high level and deep cleans across all of the facilities. Two deep cleans per annum	April 2019	Programme established.	CMgr (with GMs)
2	To implement high level and deep clean schedules.	April 2019- March 2020	Programme implemented.	CMgr (with GMs)
3	To review effectiveness of cleaning schedules and revise as necessary (in light of customer feedback and F360 inspection scores).	April 2019- March 2020	Cleaning schedules reviewed and revised.	CMgr (with GMs)
4	To implement revised cleaning schedules.	As required	Cleaning schedules implemented.	CMgr (with GMs)
6	To monitor customer scores through Please Tell Us What You Think - Aim 90 % good/satisfactory/excellent Scores	Monthly scores	PTUWYT - Cleanliness	GMs

<b>FMS</b>				
<b>To ensure that high standards of repair and maintenance are achieved at all times</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review performance of Facility Management (FM) subcontractors in Q4 2019/20 and draw up relevant remedial action plan.	April 2019	Performance reviewed and action plan drawn up.	CMgr
2	To implement remedial action plan for FM performance.	April - June 2019	Action plan implemented.	CMgr
3	To maintain consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage). Out of order equipment and fixtures and fittings to be uploaded automatically through Fusion 360 to our Reactive maintenance portal. Ensure all Out of Order equipment is communicated with a date of reporting, anticipated date of rectification and information of fault.	on-going	System established and implemented and maintained.	CMgr (with GMs)
4	To approve programme of lifecycle maintenance works for 2019/20.	April - May 2019	Lifecycle maintenance programme established.	CMgr
5	To implement equipment replacement programme for 2019/20. (CAPEX)	April 2019 - July 2019	Programme implemented.	CMgr (with GMs)
6	To review full equipment inventory for all leisure facilities.	April 2019 and on-going	Equipment inventory reviewed	CMgr (with GMs)

<b>FM6</b>				
<b>To maintain Quest accreditation at a minimum Good at Ferry Leisure Centre, very good at Leys Pool &amp; Leisure and Barton Leisure Centres, Good at Hinksey heated Outdoor Pool and Oxford Ice Rink.</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain and Implement relevant continued service improvement plan.	April 2019 and on-going	Plan drawn up and maintained.	CMgr (with GMs)
3	To undertake formal directional reviews for all centres	As required	Health check undertaken and Quest maintained.	CMgr (with GMs)

**Abbreviations**

CMgr Contract Manager  
 GM General Manager  
 ME Marketing Executive  
 DFM Divisional Facilities Manager  
 EM Environmental Manager  
 DSCDMgr Divisional Sports and Community Development Manager

# STAFFING

<b>S1 To ensure that the Right People are in the Right Place at the Right Time</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review of Fusion's staffing structures is undertaken to ensure sites continue to have 'Right People, Right Place at the Right Time.	April 2019 - March 2020	Staffing structures in place	CMgr (with GMs)
2	To ensure the completion of formal annual appraisals for all staff within Oxford that work 20 hours per week or more .	April 2019 - March 2020	Appraisals completed.	CMgr (with GMs)
3	To draw up a specific training and development plan for Oxford staff (in conjunction with Fusion's central HR team). Plans to include staff succession planning and implement	April 2019 - March 2020	Training and development plan drawn up.	CMgr (with GMs)
4	To ensure full staff compliance for compulsory mandatory training	April 2019 - March 2020	Compliance training 100%	CMgr (with GMs)

<b>S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with all Fusion policies and procedures, specifically in respect of recruitment, initial induction and internal communication.	April 2019 - March 2020	100% compliance achieved.	CMgr (with GMs)
2	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2021 and increase trust index score by minimum 2 points	April 2019 - March 2020	Minimum of 70% participation achieved.	CMgr (with GMs)

<b>S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create and implement a programme of promotion to establish Fusion as an employer of choice in Oxford.	April 2019 - March 2020	Programme created.	CMgr (with GMs)
	Plan to include attendance at job fairs and school careers events; proactive recruitment visibility in Oxford communities and at events.			CMgr (with GMs)
2	Work with recruitment software Springboard for external and internal recruitment	April 2019 - March 2020	Information collected and analysed.	CMgr (with GMs)
3	To deliver induction training for staff in respect of equality and diversity.	April 2019 - March 2020	Training delivered.	CMgr (with GMs)
4	Fusion 500 Apprentice scheme - 2 X Leisure Professionals per site (target)	April 2019 - March 2020	Placements/Apprentices hosted	CMgr (with GMs)

CMgr Contract Manager

GM General Manager

ME Marketing Executive

DSCDMgr Divisional Sports and Community Development Manager

RGN HR Regional Human Resource Manager

# MARKETING

<b>M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to deliver PR communications in respect of the leisure contract and partnership overall	April 2019- March 2020	PR approach implemented.	RMM (with CMgr)
2	To review and update the KPIs relating to the general awareness of the Oxford leisure facilities; increasing web hits by 1% on 2018/19.	April 2019- March 2020	Measurable KPIs reviewed.	RMM (with CMgr)
3	To continue with indicative programme of general PR communications across the Oxford contract, with a specific aim of increasing awareness of the facilities. With focus and key target areas: 1) participation 2) things to do 3)schools 4) health & fitness 5) key groups (i.e. older & younger people, BAMER, those with an impairment, etc.)	April 2019	Programme established.	RMM (with CMgr ,DSCM, GMs & CRM's)
4	To deliver the programme of general PR communications.	April 2019- March 2020	Programme implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)
5	To agree approach to Healthy Choices promotions and Healthy Vend machines across the Contract, linking in with the sugar smart campaign.	April 2019- March 2020	Programme implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)
6	To implement a programme of marketing to increase the visibility of leisure services to groups such as older people who may be less likely to engage with social media and on-line marketing channels	April 2019	Programme implemented.	RMM (with CMgr, DSCM, GMs & CRM's)
7	To implement an agreed programme of joint working (including targeted campaigns), with OCC Communications and Branding team and other Community Services teams.	June 2019 - March 2020	Programme implemented.	RMM (with CMgr)

<b>M2 To deliver a 1% increase in total membership</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Develop membership marketing plan for the contract maintaining visibility of the Oxford branding.	April 2019	Plan created.	RMM (with GMs, CRM's)
2	To create a specific action plan to increase deprived usage, including increasing the Bonus concessionary and Choice memberships	April 2020	Plan created and implemented.	RMM/SCD (with GM's , CRM's)
3	Carry out targeted work in respect of deprived wards and areas of regeneration, 50+ age group, females, BAMER and those with an impairment; work with relevant partners/stakeholders and review of core literature; engage with those who are less active.			

<b>M3 To establish and maintain the highest standards of facility presentation</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Audit the Customer Journey presentation against the Fusion Integrated Management System guidance and develop any appropriate action plan for improvement; prioritising the Ice Rink facility	April 2020	Audit undertaken and plan developed.	RMM (with CMgr & GMs)
2	Continue to review the customer journey action plan and make updates where required.	April 2019 - March 2020	Action plan implemented.	RMM (with CMgr & GMs)

<b>M4 To establish and maintain the highest standards of web and social media promotion</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Ensure the website for the Oxford leisure facilities remains current and up-to date. This will include clear timetables and heightened promotion of the OCC funded free swimming schemes and Bonus Concessionary offer (subject to a review of the free swimming programme by OCC).	April 2019- March 2020	Website up to date and live	RMM (with HoM)
2	To continue to utilise social media to reach members and general public including Facebook, Twitter and Instagram - each centre has a social media champion who is trained by the groups wider marketing team	April 2019- March 2020	Action plan implemented.	RMM (with CMgr, DSCM, GMs & CRM's)

<b>M5 To develop connections and outreach with local schools, youth clubs and Under18's</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to use social media to reach members and general public. Including Facebook, Twitter and Instagram	April 2019 - March 2020	Action plan implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)
2	To promote the Rewards Card scheme to over 8s	April 2019- March 2020	Action plan implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)

<b>M6 To launch new collateral designs and reduce print wastage</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Continue with roll out of new collateral designs for core literature and sales materials	April 2019	New materials launched and on site	RMM (with HoM)
2	Reduce amount of print wastage by replacing print materials with on-line, electronic, social Media, apps etc. wherever possible.	April 2019 - March 2020	Waste reduced.	RMM (with HoM)
3	All sites to full implement the usage of the bespoke Marketing suite	April 2019	New materials launched and on site	RMM (with HoM)

<b>M7 To increase Reward Card usage, registration, Bonus Concessionary Offer &amp; Free Swimming Schemes</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To promote the Rewards Card scheme to over 8s	April 2019 - March 2020	Action plan implemented; New materials launched and on site	RMM (with CMgr ,DSCM, GMs & CRM's)
2	To promote the Bonus Concessionary Offer and Free Swimming Schemes (Subject to OCC funding)	April 2019 - March 2020	on-going	RMM (with CMgr ,DSCM, GMs & CRM's)

**Abbreviations:**

- CMgr Contract Manager
- GM General Manager
- RMM Regional Marketing Manager
- DSCDM Divisional Sports and Community Development Manager
- HoM Head of Marketing

## SPORTS AND COMMUNITY DEVELOPMENT

<b>SCD 1 To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and update the list of key local stakeholder organisations and contacts within Oxford.	April 2020	List specified.	DSCDMgr
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2019	Calendar established.	DSCDMgr
3	To agree a calendar of meeting dates with key representatives of OCC Sports & Physical Activity team to initiate joint working.	April 2019	Dates arranged	DSCDMgr
4	To agree joint sport and community development objectives and action plan with OCC Sports Physical Activity Team for 2019 /20.	April - May 2019	Objectives/action plan agreed.	DSCDMgr
5	To implement joint Sport and Community Development action plans	June 2019 - March 2020	Plan delivered	DSCDMgr
6	To use 'This Girl Can' Campaign to drive female participation across the centres	June 2019 - March 2021	Increase usage in KPI area.	DSCDMgr
7	Improve liaison and communication with local communities and residents, prioritising areas of regeneration and engaging with those who are least inactive.	Quarterly updates	Programmes and calendars established and completed.	DSCDMgr (with GMs)
8	Work with the OCC Sports Physical Activity Team and Youth Ambition Teams to improve relationships with schools and youth clubs to promote health and fitness - work with 5 identified schools.	April 2019 - March 2020	Plan completed and implemented	SCD (with RMM, CMgr ,DSCM, GMs & CRM's)

<b>SCD 2 To develop and maintain positive and proactive relationships with local sports clubs</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and maintain an up to date register of all sports clubs, and community groups and relevant organisations currently using the leisure facilities.	On-going	Register up-to-date	DSCDMgr (with GMs)
2	To establish a calendar of regular consultation/liaison with all registered clubs.	April 19	Calendar established.	DSCDMgr (with GMs)
3	To establish a programme of on-going support for registered clubs, based on the outputs of consultation/liaison.	On-going	Programme established.	DSCDMgr (with GMs)
4	To maintain links with other key sports clubs within Oxford and to establish a list for consultation/liaison.	July 2019	Links maintained/created	DSCDMgr
5	To establish a process of consultation/liaison with other key sports clubs.	July - September 2019	Programme established.	DSCDMgr
6	To implement process of consultation/liaison with other key sports clubs.	October 2019 - March 2020	Programme implemented.	DSCDMgr
7	To work in partnership with key local clubs inc:- City of Oxford Swimming Club Oxford United and local football clubs Blackbird Football Clubs Oxford Swans Disability Swimming Club Oxford City Stars Ice Hockey	On-going	plan established & implemented	DSCDMgr

<b>SCD 3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review, revise and implement the Swimming Pool Programmes	April 20	Strategy and Plan Produced	DSCDMgr
3	To review centre programmes at all facilities 3 time a year and identify opportunities for any further sessions in each case; ensuring that our review methodology reflects and weights the diversity of communities, health and social value, alongside income and participation numbers.	April 19	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		August 19	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		December 19	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
4	To formally review opening hours, Inc Bank Holidays at all leisure facilities and prepare proposals for change and implement as required.	April 2019	Review undertaken and any proposals prepared.	DSCDMgr (with GMs)
6	Pop Up taster sessions in communities to further reduce barriers to participation.	Summer events	Programme implemented. Case Studies produced	DSCDMgr (with GMs)
7	To implement a drop in child care service, based on OCC agreement and funding.	April 2019 - June 19	Service implemented	CMgr (with GMs)

<b>SCD 4</b>				
<b>To proactively explore opportunities for external funding</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To update and maintain the database of potential external funding sources, at national, regional and local levels.	June 2019	Database updated.	DSCDMgr
2	To identify specific opportunities and to develop relevant action plans.	May - July 2019	Opportunities identified and action plans developed.	DSCDMgr
3	To implement relevant action plans.	July 2019 - March 2020	Action plans implemented.	DSCDMgr
4	To communicate to GMs the funding opportunities and the utilisation of any funding obtained.	September 2019	Communications delivered.	DSCDMgr

<b>SCD 5</b>				
<b>To positively promote the benefits of healthy living and active lifestyles</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure that all facilities provide an up-to-date "Sports and Community Development" notice board.	On-going	Notice board provided.	DSCDMgr
2	To review stakeholder partners for potential new partnerships who can support the promotion of healthy living.	April - June 2019	Partners identified.	DSCDMgr (with GMs)
3	To ensure we are a partner in the Older peoples Day	Oct-19	Plan created	DSCDMgr
4	To support GO Active Get Healthy project, work together on programmes to get people active	On-going	Plan created	DSCDMgr
5	Create and deliver a programme of activities utilising funding opportunities available	Sept 2019	Programme created	DSCDMgr
6	Monitor, evaluate and review the GP Exercise Referral Programme, recommending changes to partners at County referral meetings	April - June 2019	Evaluations and reviews undertaken with meetings attended	DSCDMgr
7	To attend health sub group meetings where beneficial		Attend Meetings	DSCDMgr
8	To actively develop links with GP surgeries to increase Exercise on Referral numbers	April - June 2019	Plan created	DSCDMgr
			Visits made and sign-ups increased	DSCDMgr
9	To continue to support Cardiac phase 3 rehab at Leys Pools	On-going	Work in partnership	DSCDMgr & GM's
10	Proactively engage, implement, promote to demonstrate commitment to the Sugar Smart Oxford initiative.	On-going	Work in partnership	DSCDMgr & GM's
11	Develop new initiatives with key partners (i.e. Public Health, Clinical Practitioners).	April 2019 - March 2020	Work in partnership	DSCDMgr & GM's
12	Further demonstrate impact, outcome and social value of delivery	April 2019- March 2020	A minimum of one case study produced and communicated each month	DSCDMgr & GM's
13	Work in in partnership with the Council and other key stakeholders to develop and promote a Drowning prevention strategy for the city	April 2019- March 2020	Work in partnership	DSCDMgr & GM's

<b>SCD 6</b>				
<b>Develop &amp; maintain relationships with schools, educational groups and community groups</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish a calendar of regular consultation/liaison with all registered schools and education groups.	April 19	Calendar established.	DSCDMgr (with GMs)
2	To develop and target at least 4 activities within schools.	Apr-19	Activity Programme established.	DSCDMgr (with GMs)
3	To maintain a continuous improvement plan in relation to schools and colleges development.	On-going	Programme implemented.	DSCDMgr (with GMs)
4	Attend the 'Schools Liaison Group' meetings	On-going	Meeting attended	DSCDMgr
5	Be an active stakeholder in the planning and delivery of the Oxford School Games and the Oxford disabled Games.	April 19 - March 20	Games planned and delivered with Fusion contribution	DSCDMgr
6	To lead and offer a Schools Swimming Service	April 19 - March 20	Liaison established and maintain service with schools.	DSCDMgr
8	To offer local schools the opportunities to get them down to the ice rink and experience the rink	October 19 - February 20	At least 500 pupils attending	DSCDMgr
9	To develop a school event calendar to celebrate sporting events for the centres	April 2019 - June 19	Programme implemented	DSCDMgr

<b>SCD 7</b>				
<b>Badminton development</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure the Fusion Badminton Development Plan is delivered in Oxford leisure facilities	April 19	Calendar established.	DSCDMgr (with GMs)
2	To implement the 'Racket Packet' Junior Badminton session.	Apr-19	Programme implemented	DSCDMgr (with GMs)

**Abbreviations:**

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager

# FACILITY DEVELOPMENTS

FD1	To develop a programme of facility development proposals in the leisure facilities, and where these are agreed deliver such developments			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To develop business cases for potential facility developments to be incorporated into 2020/21 business planning / Annual Service Planning processes.	April 2019 and on-going	Business cases developed and presented to the Council representative	CMgr
2	To continue to explore opportunities for child care provision facilities at Ferry Leisure Centre; Include options as business case/s in the presentation to the Council representative.	April 2019 and on-going	Feasibility study produced and presented	CMgr
3	To work as Oxford City Councils preferred supplier of Leisure Provision	April 2019 - March 2020	Partnership & Contractual opportunities	CMgr
4	Investigate potential of a dedicated sales area with in key facilities.	April 2019 - March 2021	Business cases developed	CMgr

**Abbreviations:**

CMgr Contract Manager

GM General Manager

ME Marketing Executive

HoF Head of Facilities

DBMO

DSCDMgr Divisional Sports and Community Development Manager



## PARTNERSHIP DEVELOPMENT

<b>PD1</b>				
<b>To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To fully agree the dates, agendas and required attendees for all client-contractor meetings in 2019/20. To ensure 100% compliance with agreed client-contractor meeting arrangements, unless all parties agree to any changes.	April 2019 - On-going	All details agreed.	CMgr
2	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	April 2019 and on-going	100% compliance.	CMgr
3	To fully agree the format, content and timing of all reporting arrangements for 2019/20. To ensure 100% compliance with agreed reporting arrangements.	April 2020	All details agreed.	CMgr
4	To submit and present the draft 2020/21 Annual Service Plan to the Leisure Partnership Board. With the final copy being submitted by March	January 2020	Draft Annual Service Plan submitted.	BMgr
5	To review relevant partnership risk registers at Officer Operations & the Leisure partnership Board meetings at least twice a year	Mar-20	Risk registered reviewed; mitigating actions and ownership understood; outcomes minuted	BMgr

<b>PD2</b>				
<b>To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To liaise with the Council to agree a specific list of potential opportunities and implement as jointly agreed.	April 2019 onwards	List identified and course of action agreed.	BMgr
2	To continually propose added value and increased facility provision if necessary	2019/20	Business case developed/amended and presented to the Council representative.	BMgr

<b>PD3</b>				
<b>To optimise the development of the partnership between Fusion and Oxford City Council</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review formal processes for the development of relationships/communications/liaison between representatives of Fusion and the Council	April - June 2019	Processes reviewed.	CMgr
	To review the monthly performance report template			

**Abbreviations:**

DBMgr Contract Manager  
 GM General Manager  
 ME Marketing Executive  
 DSCDMgr Divisional Sports and Community Development Manager

# RISK ANALYSIS

## INTRODUCTION:

As part of strategic business planning at a corporate and divisional level, potential risks to Fusion's business are identified and assessed. Their impact and likelihood is analysed and informs operational, resource and financial planning. At Fusion's corporate level, these plans are kept under review and monitored on a monthly basis by Board committees and by the Executive Management Team. The plans are also reviewed formerly at each quarterly Board meeting. Specific high-risk areas (e.g. health and safety and financial management) are also subject to specialist management, internal compliance monitoring and external audit on a regular basis.

At a divisional level, the Contract Manager is responsible for creating and maintaining a division-specific risk analysis and for working in conjunction with colleagues to continually monitor the implementation and effectiveness of mitigating actions identified within the risk analysis.

The risk analysis set out below represents an amalgam of relevant organisational risks as identified within Fusion's corporate risk analysis and specific risks as identified directly in respect of Fusion's delivery of services within Oxford.

## RISK ANALYSIS:

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
Operational health and safety	Staff or customer injury, product or service liability, reduced ability to operate	4	3	12	Board member with specific responsibility for H&S Specialist H&S Manager in post Comprehensive H&S management policies and procedures in place Regular monitoring and on-going reporting of relevant H&S KPIs Comprehensive H&S training undertaken System of internal audit External accreditation with associated audits and inspections	4	2	8
Poor service provision	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	4	2	8	Robust operational and quality management systems established Comprehensive customer feedback systems established to gather and analyse customer opinions Comprehensive on-going monitoring of performance in respect of key service criteria Establishment of detailed annual service plans setting out strategic objectives and required actions	4	1	4
Increased competition	Reduced use of facilities, loss of income, reduced development potential	4	3	9	Robust operational and quality management systems established Comprehensive customer feedback systems established to gather and analyse customer opinions Comprehensive on-going monitoring of performance in respect of key service criteria Regular review of relevant competition on a local, regional and national basis	3	3	9
Non-compliance with relevant legislation and regulations	Fines, contractual penalties, default, censure	4	1	4	Expert support from key advisors, including legal, HR, H&S etc. Robust operational and quality management systems established On-going external and internal audit and inspection regimes	4	1	4
Failure of ICT systems	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	Specialist ICT Manager in post, with expert off-site third party organisations providing support Corporate ICT recovery plan established as part of business continuity plan All data backed up daily Corporate ICT systems housed in a secure environment	4	2	8
Damage to buildings or equipment through fire, flood or similar	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	Corporate business continuity plan in place and regularly reviewed Division-specific business continuity plan to be developed All data backed up daily Corporate ICT systems housed in a secure environment Fire and related risk assessments in place on a site-by-site basis and regularly reviewed Emergency Action Plans in place on a site-by-site basis and regularly reviewed	3	2	6

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
Fraud or financial error	Financial loss, reputational damage, regulatory action, client dissatisfaction	3	2	6	Financial control procedures established and audited regularly Scheme of delegation established with separation of duties, authorisation limits and regular board reporting Insurable risks covered where possible	3	2	6
Lack of direction, strategy and forward planning	Financial loss, reputational damage, client and customer dissatisfaction	3	2	6	5-year strategic plan in place with 5-year objectives and targets reviewed and set on an annual basis Annual business plan in place setting out key aims, objectives and policies with defined financial plans and budgets Annual service plans established on a divisional basis, setting our objectives, targets and planned actions Comprehensive monitoring of financial and operational performance Clear client liaison policies and procedures in place to ensure that forward strategy continues to be shaped by the objectives and requirements of client partners	3	2	6
Loss of key staff	Negative impact on operational and financial performance, loss of divisional and corporate knowledge, damage to relationships with client partners	2	4	8	Established and properly resourced Executive Management Team, Senior Management Team and Divisional Teams Clear policies and procedures in respect of internal communication, knowledge management and quality management systems Proactive recruitment policies in order to identify and appoint relevant staff Comprehensive training, appraisal and personal development policies and procedures to ensure appropriate progression of staff Comprehensive succession planning across the business Establishment of appropriate notice periods to ensure that sufficient time is available for recruitment and replacement	2	3	6
Employment disputes	Staff dissatisfaction, loss of income, disruption of business, client and customer dissatisfaction, reputational damage	3	2	6	Appropriately resourced central HR team, supported by relevant specialist advisors Comprehensive recruitment and staff management procedures Comprehensive training programmes for all line managers, with published training and development plan Staff Partnership and Consultative committee established together with regular dialogue with staff representatives Formal recognition of key unions and regular dialogue with relevant representatives	3	2	6
Poor relationship with Oxford City Council	Client dissatisfaction, contractual dispute, negative impact on staff and customer service	3	3	9	Clear and comprehensive client liaison procedures including establishment of agreed meeting and reporting schedules Establishment of Partnership Board to provide guidance and support in relationship Establishment of an agreed Annual Service Plan, with shared objectives, agreed actions and timescales Regular performance monitoring, including service standards and compliance with the annual service plan Multi-faceted relationship between Fusion and Oxford City Council	3	2	9
Deterioration of facilities	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity, unplanned facility closure	3	2	6	Appropriately resourced central FM team, supported by relevant specialist advisors Relevant and dedicated divisional resource Employment of specialist FM contractor to provide support in delivery of PPM and reactive maintenance Establishment of an agreed programme of backlog and lifecycle (substantive) works Regular monitoring and inspection of facility condition and maintenance processes	3	2	6

**Key:**

Severity of impact:  
 5 is "high" impact: i.e. will cause shutdown of the business leading to significant loss of money and surplus which is capable of bankrupting the business;  
 3 is "medium" impact: i.e. will cause interruption of a critical part of the business that results in significant but containable loss;  
 1 is "low" impact: i.e. will cause interruption that leads to no material loss.

Likelihood of occurrence:  
 5 is "high" likelihood: i.e. it is likely that the threat will occur in the next year;  
 3 is "medium" likelihood: i.e. it is possible that the threat will occur in the next year;  
 1 is "low" likelihood: i.e. it is highly unlikely that the threat will occur in the next year;

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